OPERATIONS BUSINESS TEAM
September 6, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Competitiveness	Tour of Sensory Lab	Tour conducted and automated panel stations demonstrated.	DONE	U. Nyffeler
2	Compliance	Team Check In - Review of Activities to Reduce Nitrosamines & Heavy Metals	L. Sykes, D. Hill, D. Koller & W. Hempfling to present to RD&E Staff Meeting on 8/18/00 re: status of work to assure that work is appropriately integrated and aligned, that objectives are clear and that accountabilities are defined.	DONE	M. Farriss & R. Solana & H. Alonso
3	Costs & Cash Flow	Process Optimization Plan/Single Standard	Presentation made reviewing program objectives, status and milestones. Will proceed with full implementation through 2002. Will do mass balance and continue testing over several crop years.	DONE	M. Farriss
4	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	Reviewed organization of Equipment Management function in Operations Planning. Reviewed Reserve Equipment Management and Disposals. Will capture total amount of depreciation expense per year in reports. Next review of Reserve Equipment will take into account results of Strategic Plan changes from Keswick meeting.	DONE	H. Burnley
5	Costs & Cash Flow	Strategic Plan - Finalize Keswick Agreements & Plan Future Reviews	Presentation made. Keswick agreements and next steps confirmed. Ops Planning to extend cost charts out to 2005. Also break out numbers by 2001, 2002, 2003, etc budgets. Decided to plan for a Strategic Plan Review for OBT & Direct Reports off site toward end of year which will be more interactive in nature than previous updates.	DONE	H. Burnley
6	Costs & Cash Flow	Symphony 2000 Related Budget Training	Presentation made reviewed impact of October 1 SAP R/3 Release on functional budgeting and staff.	DONE	H. Burnley
7	Costs & Cash Flow	Team Check In - Office and Lab Space Renovations	Departments will fund office & lab renovations through their budgets.	DONE	H. Long
8	Consolidation & Integration	Enterprise Software Standardization Project	K. Lowrance to make presentation. Time: 30 min.	TBD	H. Long
9	**Competitiveness**	**Capabilities of New Long Range Planning Model**	**J. Moose to make presentation. Time: 30 min.**	**9/15/00**	**H. Burnley**

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10	Compliance	Case Identification & Retrieval	K. Morgan to make presentation. Time: 45 min.	9/15/00	JAC
11	Compliance	EHS Assessment 1st Half 2000 Results	C. Stiff to give review. Time: 30 min.	9/15/00	DLM
12	Compliance	SCRP 2002 Commercialization Project Initiation	*B. S. Smith to make presentation. Time: 45 min.*	9/15/00	U. Nyffeler
13	Costs & Cash Flow	Flavor Center & KFI	B. Hoskins to make presentation. Time: 30 min.	9/15/00	D. Westra
14	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway and D. Saunders to make presentation. Time: 30 min.	9/15/00	SR & M. Saine
15	Costs & Cash Flow	*MONTHLY - Operations Budget Update for July/August*	*E. Johnson to give update. Time: 30 min.*	9/15/00	M. Saine
16	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	9/15/00	M. Saine
17	*Costs & Cash Flow*	*Symphony Go Live Schedule*	*D. Riegel to make presentation. Time: 20 min.*	*9/15/00*	*H. Burnley*
18	Organizational Capability	Finance Team Building Meeting	M. Saine to present meeting videos. Time: 15 min.	9/15/00	M. Saine
19	Quality System Implementation	Manufacturing Quality System Implementation Plan	J. T. White to make presentation. Time: 45 min.	9/15/00	JAC
20	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	9/15/00	JAC
21	*Competitiveness*	*Banded Paper Cigarette Licensing*	*D. Clark to make presentation. Time: 30 min.*	*9/28/00*	*U. Nyffeler*
22	Compliance	Product Special Situations & Interim Product Retrieval Training	R. Fenner & A. Cook to make presentations. Time: 1 hr.	*9/28/00*	JAC
23	*Compliance*	*QUARTERLY Review - Warrant Response Plan*	*J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.*	*9/28/00*	*J. Holleran*
24	Costs & Cash Flow	Strategic Plan - Project Resource Discussion	L. Pulsifer to facilitate discussion. Time: 4 hrs.	9/28/00	H. Burnley

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25	Other	Lunch With SWM Board of Directors at MC	JRN, DLM, SR, U. Nyffeler, H. Long and C. Schwartz. Time; 12:15 - 1:00	9/28/00	H. Long
26	Quality System Implementation	3rd Quarter Management Review	J. Carboni & R. Fenner to make presentation. Time: 45 min.	9/28/00	JAC
27	*Communications*	*Environmental Disclosure*	*C. Stiff to make presentation, Time: 30 min.*	*10/12/00*	*C. Schwartz*
28	Compliance	SEMI-ANNUAL Safety System Management Review	D. Merrill & C. Stiff to coordinate review.	10/12/00	DLM
29	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/12/00	M. Saine
30	Costs & Cash Flow	Project Symphony Update	H. Burnley to make presentation. Time: 30 min.	10/12/00	H. Burnley
31	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/12/00	H. Burnley
32	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	10/12/00	H. Burnley
33	Incentives & Compensation	IC/Stock Review	Time: 2 hrs.	10/12/00	K. Benner
34	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	10/12/00	JAC
35	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
36	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/9/00	M. Saine
37	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/9/00	JAC
38	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
39	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley

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40	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hrs.	11/30/00	K. Benner
41	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
42	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley
43	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	JAC
44	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC
45	*Compliance*	*QUARTERLY Review - Warrant Response Plan*	*J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.*	*12/18/00*	*J. Holleran*

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